



Business Plan Financial Projections

For the Dog & Duck

Prepared for John & Jane Smith

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Executive Summary

This business plan has been prepared for John & Jane Smith for the Dog & Duck.

These projections are based on normal industry expenditure for an operation of this type. In addition, specific assumptions, set out on pages 3 and 8 have been applied. Sales per week are projected at £6,032.

Solutions 4 Caterers Chartered Accountants have used an industry expert to prepare and review these projections. We have discussed the business with our client and, based on the information supplied to us, we have compiled the projections that are attached. They are provided to our client solely to allow them to assess the financial viability of the site. We have not given any opinion on the profit forecast and in particular we draw attention to the difficulty of projecting sales in this type of business as it is highly dependent on the skills of the operator and local factors which we have not investigated.

Profit

The profit (before tax and drawings) of the Dog & Duck for the first full year of trading is projected at £37,457. If sales exceed the projected level by 10%, profit will increase to £58,680, but should sales fall 10% below the projected level, then profit will fall to £30,440. The break even sales level for the site is estimated to be £2,812 per week.

Initial costs and funding

The initial cost of incoming are expected to be £31,919 and this will be funded by bank loans of £15,000 and John & Jane Smith's capital of £20,000. The bank balance at the end of the first year will be £63,930, assuming no drawings. The lowest bank balance during the first year will be £3,081 at start up. An amount of £2,000 has been set aside for immediate improvements.



Key assumptions for financial projections

Dog & Duck

Projected Sales and Gross Profit

			Weekly Sales	Weekly G Profit	Weekly G Profit %
Liquor			£3,600	£1,872	52.0%
Food	73 meals a day at	£3.50	£1,800	£1,080	60.0%
Accommodation	1.2 rooms a day at	£70.00	£600	£600	100.0%
Other			£10	£10	100.2%
AWP Machines			£20	£20	100.0%
Cigarette Machines			£2	£2	100.0%
Other Machines			£0	£0	0.0%
Total weekly sales			<u>£6,032</u>	<u>£3,584</u>	<u>59.4%</u>

Other site specific costs - annual

	Annual Cost	% of sales
Live Entertainment	£5,200	1.7%
Sky TV	£0	0.0%
Staff Uniforms	£503	0.2%
Logs for Fire	£750	0.2%
Weekly discount for customer offers	£520	0.2%
Newspapers	£520	0.2%
Advertising/Marketing	£260	0.1%
Stocktaking	£1,560	0.5%
Accounting & Payroll	£3,147	1.0%
Other professional Fees	£888	0.3%
Insurance	£1,145	0.4%
Rates	£5,000	1.6%
Water Rates	£3,200	1.0%
Repairs	£1,500	0.5%
Gardening	£500	0.2%
Broadband	£400	0.1%
Bank Charges	£0	0.0%
Credit Card Payments	£624	0.2%
Service contracts	£2,842	0.9%
Equipment Hire	£3,485	1.1%
Year 1 rent	£25,000	8.0%

Start-up costs

Fixtures and Fittings	£13,000
Building Works	£0
New fixtures and fittings	£2,000
Cash Float	£1,000
Machine Float	£1,000
Glassware etc	£0
Liquor stock	£2,962
Food Stock	£1,029
Rent Deposit	£5,000
Valuers fees	£900
Legal fees	£1,000
Lease Premium	£0
SDLTax	£2,528
Bank Arrangement Fee	£1,500
Total start up costs	<u>£31,919</u>

Funded by

Personal Capital Injected	£20,000
Bank Loan	£15,000
Total Funding	<u>£35,000</u>

Annual Capital Replacements **£300**

Plan Projections

Dog & Duck		Opening Week	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	Total	%Sales
Weeks in Period			4	4	5	4	4	5	4	4	5	4	4	5		52
Forecast for periods ending....			29-Jul	26-Aug	30-Sep	28-Oct	25-Nov	30-Dec	27-Jan	24-Feb	30-Mar	27-Apr	25-May	29-Jun		
Balance Sheet																
Fixed assets																
1	19,428	19,203	18,978	18,695	18,469	18,242	17,958	17,730	17,501	17,215	16,986	16,756	16,468			
2	3,991	4,219	4,212	4,300	4,476	4,353	3,048	5,236	2,237	2,197	4,444	5,040	3,735			
3	5,344	5,504	5,664	5,344	5,504	5,664	5,344	5,504	5,664	5,344	5,504	5,664	5,344			
	4,506	25,772	31,482	45,671	52,417	48,383	60,672	55,050	55,912	52,716	51,612	48,383	63,930			
4	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000			
Total Current Assets		15,841	37,495	43,358	57,315	64,397	60,400	71,064	67,790	65,813	62,257	63,560	61,087	75,009		
Total Assets																
35,269		56,698	62,335	76,010	82,866	78,642	89,022	85,519	83,314	79,472	80,546	77,843	91,477			
Trade Creditors & Accruals																
5	1,095	11,377	10,013	11,079	11,395	10,605	12,010	8,044	9,548	6,621	6,692	9,781	11,085			
6	56	4,556	6,812	10,831	13,071	6,959	10,399	11,099	5,872	6,685	7,724	5,289	8,812			
7	253	932	875	2,091	2,122	1,957	3,003	2,448	2,877	2,724	2,793	3,842	883			
8	35,000	34,954	34,907	34,849	34,801	34,754	34,694	34,646	34,598	34,537	34,487	34,438	34,376			
Total Liabilities		36,404	51,818	52,607	58,849	61,390	54,275	60,106	56,237	52,894	50,566	51,696	53,350	55,156		
Net Assets																
-1,135		4,880	9,728	17,161	21,476	24,367	28,916	29,282	30,420	28,906	28,850	24,493	36,322			
Share Capital																
10	0	0	0	0	0	0	0	0	0	0	0	0	0			
11	0	-1,135	-1,135	-1,135	-1,135	-1,135	-1,135	-1,135	-1,135	-1,135	-1,135	-1,135	-1,135			
Retained Profits		-1,135	6,015	10,863	18,296	22,611	25,502	30,051	30,411	31,555	30,041	29,985	32,553	37,457		
Current profit		0	0	0	0	0	0	0	0	0	0	0	0			
Suspense		0	0	0	0	0	0	0	0	0	0	0	0			
Total Shareholders Funds																
-1,135		4,880	9,728	17,161	21,476	24,367	28,916	29,282	30,420	28,906	28,850	31,418	36,322			
Profit & Loss																
<i>Average Weekly Sales</i>																
18	954	7,350	6,528	7,174	6,978	6,225	6,738	4,749	5,917	3,726	4,151	6,029	6,752	6,032		
19	954	16,939	14,699	20,382	16,918	15,719	22,199	11,349	13,393	11,095	9,092	14,141	21,277	187,200	59.7%	
20	495	7,996	6,985	9,591	8,294	7,153	9,052	6,187	9,698	6,052	5,384	7,806	9,410	93,600	28.8%	
21	342	4,315	4,297	5,728	2,552	1,889	2,241	1,361	457	1,386	2,046	2,045	2,884	31,200	9.9%	
22	5	47	41	57	47	44	62	32	37	31	25	39	59	520	0.2%	
23	5	103	89	123	102	95	134	69	81	67	55	86	129	1,134	0.4%	
Total Sales		1,799	29,399	26,111	35,871	27,913	24,899	33,688	18,997	23,666	18,631	16,602	24,117	33,769	313,654	100.0%
Liquor COS																
24	458	8,131	7,055	9,783	8,121	7,545	10,655	5,447	6,428	5,326	4,364	6,788	10,213	89,856		
25	198	3,198	2,794	3,832	3,318	2,861	3,621	2,475	3,879	2,421	2,154	3,122	3,764	37,440		
26	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
27	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
28	0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-1		
Liquor GP		496	8,808	7,643	10,599	8,797	8,173	11,543	5,901	6,964	5,769	4,728	7,353	11,064	97,344	31.0%
52.0%		52.0%	52.0%	52.0%	52.0%	52.0%	52.0%	52.0%	52.0%	52.0%	52.0%	52.0%	52.0%	52.0%	52.0%	52.0%
Food GP																
29	297	4,798	4,191	5,748	4,977	4,292	5,431	3,712	5,819	3,631	3,230	4,684	5,646	56,160		
60.0%		60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
Accommodation GP																
30	342	4,315	4,297	5,728	2,552	1,889	2,241	1,361	457	1,386	2,046	2,045	2,884	31,200		
60.0%		60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
Other Sales GP																
31	5	47	41	57	47	44	62	32	37	31	25	39	59	521		
0.2%		0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
Machine GP																
32	5	103	89	123	102	95	134	69	81	67	55	86	129	1,134		
0.4%		0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%
Total GP		1,143	18,070	16,261	22,255	16,475	14,493	19,412	11,075	13,359	10,885	10,084	14,207	19,782	186,359	59.4%
63.5%		61.5%	62.3%	62.0%	59.0%	58.2%	57.6%	58.3%	56.4%	58.4%	60.7%	58.9%	58.6%	59.4%	59.4%	59.4%
Managers Wages																
29	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Liquor Wages																
30	119	2,127	1,845	2,559	2,124	1,973	2,787	1,425	1,681	1,393	1,142	1,775	2,671	23,503	7.5%	
12.5%		12.6%	12.6%	12.6%	12.6%	12.6%	12.6%	12.6%	12.6%	12.6%	12.6%	12.6%	12.6%	12.6%	12.6%	12.6%
Food Wages																
31	177	2,857	2,496	3,423	2,963	2,556	3,234	2,210	3,465	2,162	1,924	2,789	3,362	33,442	10.7%	
35.8%		35.7%	35.7%	35.7%	35.7%	35.7%	35.7%	35.7%	35.7%	35.7%	35.7%	35.7%	35.7%	35.7%	35.7%	35.7%
Cleaners Wages																
32	42	584	584	730	584	584	730	584	584	730	584	584	730	7,589	2.4%	
Security Wages																
33	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	
Accommodation Wages																
34	24	341	341	426	341	341	426	341	341	426	341	341	426	4,427	1.4%	
Other Wages																
35	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	
Total Wages		362	5,908	5,266	7,137	6,012	5,454	7,177	4,560	6,071	4,711	3,990	5,489	7,189	68,962	22.0%
20.1%		20.1%	20.2%	19.9%	21.5%	21.9%	21.3%	24.0%	25.7%	25.3%	24.0%	22.8%	21.3%	21.3%	22.0%	22.0%
GP less Wages																
36	781	12,162	10,996	15,118	10,463	9,040	12,235	6,516	7,288	6,174	6,095	8,718	12,893	117,397	37.4%	
43.4%		41.4%	42.1%	42.1%	37.5%	36.3%	36.3%	34.3%	30.8%	33.1%	36.7%	36.1%	37.3%	37.4%	37.4%	37.4%
Other Staff Costs																
36	10	148	148	185	148	148	185	148	148	185	148	148	185	1,925	0.6%	
Consumables																
37	33	466	466	583	466	466	583	466	466	583	466	466	583	6,061	1.9%	
Fuel																
38	49	681	681	851	681	681	851	681	681	851	681	681	851	8,847	2.8%	
Marketing																
39	42	583	583	728	583	583	728	583	583	728	583	583	728	7,574	2.4%	
Total variable costs		134	1,877	1,877												

Plan Projections with additional sales of 10%

Dog & Duck		Opening Week	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	Total	%Sales
Weeks in Period		29-Jul	4	4	5	4	4	5	4	4	5	4	4	5	52	
Forecast for periods ending....		29-Jul	26-Aug	30-Sep	28-Oct	25-Nov	30-Dec	27-Jan	24-Feb	30-Mar	27-Apr	25-May	29-Jun			
Balance Sheet																
Fixed assets																
1	19,428	19,203	18,978	18,695	18,469	18,242	17,958	17,730	17,501	17,215	16,986	16,756	16,468			
Stock																
2	3,991	4,641	4,633	4,730	4,924	4,788	3,354	5,759	2,461	2,416	4,888	5,544	4,109			
Debtors																
3	5,344	5,504	5,664	5,344	5,504	5,664	5,344	5,504	5,664	5,344	5,504	5,664	5,344			
Cash at bank																
4	4,692	28,812	36,551	53,698	62,696	59,494	74,572	69,894	71,986	69,983	70,014	59,494	86,704			
Cash at site																
4	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000			
Total Current Assets																
	16,027	40,957	48,848	65,772	75,124	71,946	85,270	83,157	82,111	79,743	82,406	72,702	98,157			
Total Assets																
	35,455	60,160	67,826	84,467	93,593	90,187	103,228	100,887	99,613	96,958	99,392	89,458	114,626			
Trade Creditors & Accruals																
5	1,156	12,431	10,930	12,103	12,451	11,582	13,128	8,765	10,419	7,199	7,277	10,676	12,111			
Taxes																
6	72	4,849	7,437	11,872	14,466	7,583	11,386	12,350	6,357	7,405	8,659	5,741	9,635			
Other Creditors																
7	240	883	830	1,983	2,013	1,856	2,848	2,319	2,728	2,578	2,643	3,643	837			
Loans																
8	35,000	34,954	34,907	34,849	34,801	34,754	34,694	34,646	34,598	34,537	34,487	34,438	34,376			
Total Liabilities																
	36,468	53,117	54,104	60,807	63,732	55,775	62,055	58,081	54,101	51,719	53,067	54,498	56,959			
Net Assets																
	-1,013	7,043	13,721	23,660	29,861	34,413	41,172	42,806	45,511	45,239	46,325	34,960	57,667			
Share Capital																
10	0	0	0	0	0	0	0	0	0	0	0	0	0			
Retained Profits																
11	0	-1,013	-1,013	-1,013	-1,013	-1,013	-1,013	-1,013	-1,013	-1,013	-1,013	-1,013	-1,013			
Current profit																
	-1,013	8,056	14,734	24,673	30,874	35,426	42,185	43,819	46,524	46,252	47,338	51,529	58,680			
Suspense																
12	0	0	0	0	0	0	0	0	0	0	0	0	0			
Total Shareholders Funds																
	-1,013	7,043	13,721	23,660	29,861	34,413	41,172	42,806	45,511	45,239	46,325	50,516	57,667			
Profit & Loss																
<i>Average Weekly Sales</i>																
18	1,049	8,085	7,180	7,892	7,676	6,847	7,411	5,224	6,508	4,099	4,566	6,632	7,427	6,635		
Liquor Sales																
20	544	18,633	16,169	22,420	18,610	17,290	24,419	12,484	14,732	12,204	10,002	15,555	23,405	205,920	59.7%	
Food Sales																
21	377	8,795	7,884	10,539	9,124	7,869	9,958	6,805	10,668	6,658	5,923	8,587	10,351	102,960	28.8%	
Accommodation Sales																
22	3	4,746	4,727	6,301	2,807	2,078	2,465	1,498	503	1,524	2,250	2,249	3,172	34,320	9.9%	
Other Sales																
23	7	52	45	62	52	48	68	35	41	34	28	43	65	572	0.2%	
Machine Sales																
23	7	113	98	136	113	105	148	76	89	74	61	94	142	1,247	0.4%	
Total Sales																
	1,980	32,339	28,722	39,458	30,705	27,389	37,057	20,897	26,033	20,494	18,263	26,529	37,135	345,019	100.0%	
Liquor COS																
24	503	8,944	7,761	10,762	8,933	8,299	11,721	5,992	7,071	5,858	4,801	7,466	11,234	98,842		
Food COS																
25	218	3,518	3,074	4,216	3,649	3,148	3,983	2,722	4,267	2,663	2,369	3,435	4,141	41,184		
Accommodation COS																
26	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Machine COS																
27	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Other COS																
28	0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-1		
Liquor GP																
546	9,689	8,408	11,658	9,677	8,991	12,698	6,492	7,661	6,346	5,201	8,089	12,170	107,078	31.0%		
Food GP																
326	5,277	4,610	6,323	5,474	4,721	5,975	4,083	6,401	3,995	3,554	5,152	6,211	61,776	17.9%		
Accommodation GP																
377	4,746	4,727	6,301	2,807	2,078	2,465	1,498	503	1,524	2,250	2,249	3,172	34,320	60.0%		
Other Sales GP																
7	113	98	136	113	105	148	76	89	74	61	94	142	1,247	0.2%		
Machine GP																
7	113	98	136	113	105	148	76	89	74	61	94	142	1,247	0.4%		
Total GP																
	1,259	19,877	17,887	24,481	18,123	15,942	21,353	12,183	14,695	11,973	11,093	15,628	21,760	204,994	59.4%	
Managers Wages																
29	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	
Liquor Wages																
30	114	2,027	1,759	2,439	2,024	1,881	2,656	1,358	1,603	1,328	1,088	1,692	2,546	22,400	6.5%	
Food Wages																
31	168	2,723	2,379	3,262	2,824	2,436	3,083	2,107	3,303	2,061	1,833	2,658	3,204	31,873	9.2%	
Cleaners Wages																
32	38	530	530	662	530	530	662	530	530	662	530	530	662	6,889	2.0%	
Security Wages																
33	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	
Accommodation Wages																
34	23	325	325	406	325	325	406	325	325	406	325	325	406	4,219	1.2%	
Other Wages																
33	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%	
Total Wages																
	343	5,604	4,992	6,769	5,703	5,171	6,807	4,319	5,760	4,457	3,776	5,205	6,818	65,381	19.0%	
GP less Wages																
	17.3%	17.3%	17.4%	17.2%	18.6%	18.3%	13.4%	20.7%	22.1%	21.7%	20.7%	19.8%	18.4%	19.0%		
	916	14,273	12,895	17,711	12,419	10,771	14,546	7,864	8,935	7,516	7,317	10,423	14,942	139,613	40.5%	
Other Staff Costs																
36	13	165	165	206	165	165	206	165	165	206	165	165	206	2,140	0.6%	
Consumables																
37	37	516	516	645	516	516	645	516	516	645	516	516	645	6,704	1.9%	
Fuel																
38	51	717	717	896	717	717	896	717	717	896	717	717	896	9,319	2.7%	
Marketing																
39	42	584	584	730	584	584	730	584	584	730	584	584	730	7,591	2.2%	
Total variable costs																
	143	1,981	1,981	2,476	1,981	1,981	2,476	1,981	1,981	2,476	1,981	1,981	2,476	25,574	7.5%	
Contribution																
	7.2%	6.1%	6.9%	6.3%	6.5%	7.2%	6.7%	9.5%	7.6%	12.1%	10.8%	7.5%	6.7%	7.5%		
	773	12,292	10,914	15,235	10,438	8,790	12,070	5,882	6,954	5,040	5,336	8,442	12,465	113,859	33.0%	
Premises Costs																
41	210	2,930	2,930	3,662	2,930	2,930	3,674	2,939	2,939	3,674	2,939	2,939	3,674	38,158	11.1%	
Other Services																
48	46	649	649	811	649	649	811	649	649	811	649	649	811	8,437	2.4%	
Communications																
42	9	120	120	150	120	120	150	120	120	150	120	120	150	1,555	0.5%	
Finance																
43	1,502	21	21	27	22	22	27	22	22	28	22	22	28	294	0.1%	
Equipment																
44	19	516	517	648	518	518	648	519	519	650	520	521	652	6,745	2.0%	
Total Fixed Costs																
	1,786	4,236	4,236	5,296	4,239	4,238	5,310	4,249	4,249	5,312	4,250	4,251	5,314	55,179	16.0%	
Unit Profit																
	90.2%	13.1%	14.7%	13.4%	13.8%	15.5%	14.3%	20.3%	16.3%	25.9%	23.3%	16.0%	14.3%	16.0%		
	-1,013	8,056	6,678	9,939	6,201	4,552	6,760	1,634	2,705	-272	1,086	4,191	7,151	58,680	17.0%	
Cashflow																
Trading profit																
	-1,013	8,056	6,678	9,939	6,201	4,552	6,760	1,634	2,705	-272	1,086	4,191	7,151			
Add depreciation																
44	0	248	249	311	250	250	313	251	251	315	252					

Plan Projections with shortfall on sales of 10%

Dog & Duck		Opening Week	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	Total	%Sales	
Weeks in Period		29-Jul	4	4	5	4	4	5	4	4	5	4	4	5	52		
Forecast for periods ending....		29-Jul	26-Aug	30-Sep	28-Oct	25-Nov	30-Dec	27-Jan	24-Feb	30-Mar	27-Apr	25-May	29-Jun				
Balance Sheet																	
Fixed assets		1	19,428	19,203	18,978	18,695	18,469	18,242	17,958	17,730	17,501	17,215	16,986	16,756	16,468		
Stock		2	3,991	3,797	3,791	3,871	4,028	3,918	2,744	4,711	2,014	1,977	3,999	4,536	3,362		
Debtors		3	5,344	5,504	5,664	5,344	5,504	5,664	5,344	5,504	5,664	5,344	5,504	5,664	5,344		
Cash at bank			4,317	23,497	28,340	40,741	46,547	42,836	53,524	48,172	48,822	45,561	44,207	42,836	54,884		
Cash at site		4	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000		
Total Current Assets			15,652	34,798	39,795	51,956	58,079	54,418	63,612	60,387	58,500	54,882	55,710	55,036	65,590		
Total Assets			35,080	54,001	58,773	70,651	76,547	72,660	81,569	78,116	76,001	72,097	72,696	71,792	82,059		
Trade Creditors & Accruals		5	1,033	10,286	9,058	10,018	10,303	9,591	10,856	7,287	8,641	6,006	6,070	8,851	10,024		
Taxes		6	20	3,954	5,932	9,456	11,423	6,075	9,077	9,674	5,086	5,759	6,639	4,568	7,645		
Other Creditors		7	220	808	760	1,812	1,839	1,697	2,603	2,125	2,495	2,368	2,427	3,332	766		
Loans		8	35,000	34,954	34,907	34,849	34,801	34,754	34,694	34,646	34,598	34,537	34,487	34,438	34,376		
Total Liabilities			36,272	50,002	50,657	56,134	58,366	52,117	57,231	53,731	50,819	48,669	49,623	51,188	52,811		
Net Assets			-1,192	3,999	8,116	14,517	18,182	20,543	24,339	24,385	25,183	23,428	23,073	20,604	29,248		
Share Capital		10	0	0	0	0	0	0	0	0	0	0	0	0	0		
Retained Profits		11	0	-1,192	-1,192	-1,192	-1,192	-1,192	-1,192	-1,192	-1,192	-1,192	-1,192	-1,192	-1,192		
Current profit			-1,192	5,191	9,308	15,709	19,374	21,735	25,531	25,577	26,375	24,620	24,265	26,326	30,440		
Suspense		12	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total Shareholders Funds			-1,192	3,999	8,116	14,517	18,182	20,543	24,339	24,385	25,183	23,428	23,073	25,134	29,248		
Profit & Loss																	
<i>Average Weekly Sales</i>			6,615	5,875	6,457	6,280	5,602	6,064	4,274	5,325	3,354	3,736	5,426	6,077	5,429		
Liquor Sales		18	858	15,245	13,229	18,344	15,226	14,146	19,979	10,214	12,053	9,985	8,183	12,727	19,149	163,480	59.7%
Food Sales		20	445	7,196	6,287	8,623	7,465	6,438	8,147	5,568	8,729	5,447	4,846	7,026	8,469	84,240	28.8%
Accommodation Sales		21	308	3,883	3,867	5,155	2,297	1,700	2,017	1,225	412	1,247	1,841	1,840	2,595	28,080	9.9%
Other Sales		23	2	42	37	51	42	39	56	28	34	28	23	35	53	468	0.2%
Machine Sales		22	5	92	80	111	92	86	121	62	73	60	50	77	116	1,020	0.4%
Total Sales			1,618	26,459	23,500	32,284	25,122	22,409	30,319	17,098	21,300	16,768	14,942	21,705	30,383	282,288	100.0%
Liquor COS		24	412	7,318	6,350	8,805	7,308	6,790	9,590	4,903	5,786	4,793	3,928	6,109	9,192	80,870	
Food COS		25	178	2,879	2,515	3,449	2,986	2,575	3,259	2,227	3,491	2,179	1,938	2,810	3,388	33,696	
Accommodation COS		26	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Machine COS		27	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other COS		28	0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-1	
Liquor GP			446	7,927	6,879	9,539	7,918	7,356	10,389	5,311	6,268	5,192	4,255	6,618	9,958	87,610	31.0%
Food GP			267	4,318	3,712	5,174	4,479	3,863	4,888	3,341	5,237	3,268	2,907	4,215	5,082	50,544	17.9%
Accommodation GP			308	3,883	3,867	5,155	2,297	1,700	2,017	1,225	412	1,247	1,841	1,840	2,595	28,080	9.9%
Other Sales GP			2	42	37	51	42	39	56	28	34	28	23	35	53	468	0.2%
Machine GP			5	92	80	111	92	86	121	62	73	60	50	77	116	1,020	0.4%
Total GP			1,028	16,263	14,635	20,030	14,828	13,044	17,471	9,968	12,023	9,796	9,076	12,786	17,804	167,723	59.4%
Managers Wages		29	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Liquor Wages		30	103	1,834	1,591	2,207	1,832	1,702	2,403	1,229	1,450	1,201	984	1,531	2,303	20,267	7.2%
Food Wages		31	152	2,463	2,152	2,952	2,555	2,204	2,789	1,906	2,988	1,865	1,659	2,405	2,899	28,837	10.2%
Cleaners Wages		32	38	530	530	662	530	530	662	530	530	662	530	530	662	6,889	2.4%
Security Wages		33	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Accommodation Wages		34	21	294	294	367	294	294	367	294	294	367	294	294	367	3,818	1.4%
Other Wages		33	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
Total Wages			314	5,121	4,567	6,188	5,211	4,729	6,222	3,958	5,261	4,095	3,467	4,760	6,232	59,811	21.2%
GP less Wages			714	11,142	10,068	13,842	9,617	8,315	11,249	6,009	6,761	5,701	5,609	8,027	11,572	107,912	38.2%
Other Staff Costs		36	9	132	132	164	132	132	164	132	132	164	132	132	164	1,710	0.6%
Consumables		37	30	417	417	521	417	417	521	417	417	521	417	417	521	5,419	1.9%
Fuel		38	46	644	644	805	644	644	805	644	644	805	644	644	805	8,371	3.0%
Marketing		39	42	581	581	727	581	581	727	581	581	727	581	581	727	7,557	2.7%
Total variable costs			127	1,774	1,774	2,217	1,774	1,774	2,217	1,774	1,774	2,217	1,774	1,774	2,217	23,057	8.2%
Contribution			587	9,369	8,294	11,625	7,843	6,541	9,032	4,236	4,988	3,484	3,836	6,253	9,354	84,855	30.1%
Premises Costs		41	206	2,898	2,898	3,622	2,898	2,898	3,633	2,906	2,906	3,633	2,906	2,906	3,633	37,739	13.4%
Other Services		48	46	649	649	811	649	649	811	649	649	811	649	649	811	8,437	3.0%
Communications		42	7	103	103	128	103	103	128	103	103	128	103	103	128	1,335	0.5%
Finance		43	1,501	16	12	15	12	12	15	12	12	16	13	13	16	160	0.1%
Equipment		44	19	516	517	646	516	516	648	516	519	650	520	521	652	6,745	2.4%
Total Fixed Costs			1,779	4,177	4,178	5,223	4,179	4,180	5,236	4,189	4,190	5,238	4,191	4,192	5,240	54,415	19.3%
Unit Profit			-1,192	5,191	4,116	6,402	3,664	2,361	3,796	46	798	-1,754	-356	2,061	4,114	30,440	10.8%
Cashflow			-73.7%	19.6%	17.5%	19.8%	14.6%	10.5%	12.5%	0.3%	3.7%	-10.5%	-2.4%	9.5%	13.5%	10.8%	
Trading profit			-1,192	5,191	4,116	6,402	3,664	2,361	3,796	46	798	-1,754	-356	2,061	4,114		
Add depreciation		44	0	248	249	311	250	250	313	251	251	315	252	253	317		
Cash generated from operations			-1,192	5,439	4,365	6,713											

Cost Details - first full year

Dog & Duck

	% of sales	Cost
Staff Recruitment	0.1%	£245
Training	0.1%	£432
Work Clothes	0.2%	£503
Window Cleaning	0.1%	£445
Travel & Subsistence	0.1%	£300
Company Cars	0.0%	£0
Entertaining	0.0%	£0
Competitor Visits	0.0%	£0
Subscriptions	0.0%	£0
Other Staff Costs	0.6%	£1,925

	% of sales	Cost
Rent	8.0%	£25,000
Insurance	0.4%	£1,145
General Rates	1.6%	£5,000
Water Rates	1.0%	£3,200
Repairs and Renewals	0.5%	£1,500
Rubbish removal	0.4%	£1,255
Pest Control	0.1%	£281
Gardening	0.2%	£500
Premesis Costs	12.1%	£37,881

Other Consumables	0.5%	£1,591
Cleaning Materials	0.3%	£935
Glassware	0.1%	£187
Crockery	0.3%	£936
Candles & Flowers	0.1%	£234
Gas bottles	0.2%	£618
Laundry	0.5%	£1,560
Consumables	1.9%	£6,061

Stock-taking	0.5%	£1,560
Accountancy	1.0%	£3,147
Legal fees	0.0%	£0
Professional Fees	0.3%	£888
Consultancy Fees	0.0%	£0
Service contracts	0.9%	£2,842
Other Services	2.7%	£8,437

Logs	0.2%	£750
Electricity	1.6%	£4,871
Gas	1.0%	£3,226
Oil	0.0%	£0
Fuel	2.8%	£8,847

Telephone	0.2%	£632
Stationery	0.1%	£316
Postage	0.0%	£97
Internet	0.1%	£400
Communications	0.5%	£1,445

Music	2.0%	£6,274
Customer Incentives	0.2%	£520
Newspapers	0.2%	£520
Advertising	0.1%	£260
Charitable Donations	0.0%	£0
Marketing	2.4%	£7,574

Bank Charges	0.0%	£0
Credit card charges	0.2%	£624
Interest Paid	0.1%	£402
Interest Received	0.0%	£0
Lease Interest	0.0%	£0
Finance	0.3%	£1,026

Total variable costs **7.8%** **£24,407**

Equipment Hire	£3,485
Depreciation	£3,196
Equipment	£6,745

Total Fixed Costs **17.7%** **£55,534**

Weekly Standard Payroll Schedule

Dog & Duck

Role	Rate	Salary	Hours	Gross Pay	NI	Holiday	Total
Barman 1	£5.52	£0	40.00	£220.80	£15.46	£24.03	£260.29
Barman 2	£5.52	£0	30.00	£165.60	£8.40	£17.69	£191.69
Barman 3	£5.52	£0	0.00	£0.00	£0.00	£0.00	£0.00
Barman 4	£5.52	£0	0.00	£0.00	£0.00	£0.00	£0.00
Barman 5	£5.52	£0	0.00	£0.00	£0.00	£0.00	£0.00
Barman 6	£5.52	£0	0.00	£0.00	£0.00	£0.00	£0.00
Barman 7	£5.52	£0	0.00	£0.00	£0.00	£0.00	£0.00
Barman 8	£5.52	£0	0.00	£0.00	£0.00	£0.00	£0.00
Barman 9	£5.52	£0	0.00	£0.00	£0.00	£0.00	£0.00
Kitchen 1	£0.00	£17,000	45.00	£326.92	£29.05	£36.20	£392.17
Kitchen 2	£5.52	£0	28.00	£154.56	£6.98	£16.43	£177.97
Kitchen 3	£5.52	£0	12.00	£66.24	£0.00	£6.74	£72.98
Kitchen 4	£5.52	£0	0.00	£0.00	£0.00	£0.00	£0.00
Waiter 1	£5.52	£0	0.00	£0.00	£0.00	£0.00	£0.00
Waiter 2	£5.52	£0	0.00	£0.00	£0.00	£0.00	£0.00
Waiter 3	£5.52	£0	0.00	£0.00	£0.00	£0.00	£0.00
Waiter 4	£5.52	£0	0.00	£0.00	£0.00	£0.00	£0.00
Waiter 5	£5.52	£0	0.00	£0.00	£0.00	£0.00	£0.00
Waiter 6	£5.52	£0	0.00	£0.00	£0.00	£0.00	£0.00
Waiter 7	£5.52	£0	0.00	£0.00	£0.00	£0.00	£0.00
Cleaner 1	£5.52	£0	18.00	£99.36	£0.00	£10.10	£109.46
Cleaner 2	£5.52	£0	6.00	£33.12	£0.00	£3.37	£36.49
Manager	£0.00	£0	0.00	£0.00	£0.00	£0.00	£0.00
Security	£5.52	£0	0.00	£0.00	£0.00	£0.00	£0.00
Accommodation 1	£5.52	£0	14.00	£77.28	£0.00	£7.86	£85.14
Accommodation 2	£5.52	£0	0.00	£0.00	£0.00	£0.00	£0.00
Accommodation 3	£5.52	£0	0.00	£0.00	£0.00	£0.00	£0.00
Totals							
Manager			0.00	£0.00	£0.00	£0.00	£0.00
Bar			70.00	£386.40	£41.72	£23.86	£451.98
Food			85.00	£547.72	£59.36	£36.03	£643.11
Cleaning			24.00	£132.48	£13.47	£0.00	£145.95
Security			0.00	£0.00	£0.00	£0.00	£0.00
Accommodation			14.00	£77.28	£7.86	£0.00	£85.14
Total			193.00	£1,143.88	£122.42	£59.89	£1,326.19